

**Table 3 Summary of Out-Sourced Services - NSTAR Electric 2003**

line	CUSTOMER CLASS	Program Planning & Administration	Program Marketing	Program Implementation	Evaluation & Market Research	Other	Total
	<b>Residential Programs</b>						
1	In-house Costs	1,459,132	185,451	185,451	154,031	0	1,984,065
2	Outsourced Costs	75,706	2,528,092	3,714,895	1,028,503	204,800	7,551,996
3	Total	1,534,838	2,713,543	3,900,346	1,182,534	204,800	9,536,061
4	% of Program Activities Outsourced	4.93%	93.17%	95.25%	86.97%	100.00%	79.19%
5	% of Outsourced Activities Competitively Procured	0.00%	97.04%	94.21%	100.00%	0.00%	92.45%
	<b>Low-Income Programs</b>						
6	In-house Costs	500,083	0	0	0	0	500,083
7	Outsourced Costs	0	94,772	3,848,099	0	84,800	4,027,671
8	Total	500,083	94,772	3,848,099	0	84,800	4,527,754
9	% of Program Activities Outsourced	0.00%	100.00%	100.00%	0.00%	100.00%	88.96%
10	% of Outsourced Activities Competitively Procured	0.00%	100.00%	0.00%	0.00%	0.00%	2.35%
	<b>Commercial &amp; Industrial Programs</b>						
11	In-house Costs	2,863,444	601,288	1,738,097	349,549	0	5,552,378
12	Outsourced Costs	0	342,500	10,432,201	1,426,588	271,160	12,472,449
13	Total	2,863,444	943,788	12,170,298	1,776,137	271,160	18,024,827
14	% of Program Activities Outsourced	0.00%	36.29%	85.72%	80.32%	100.00%	69.20%
15	% of Outsourced Activities Competitively Procured	0.00%	75.00%	90.00%	100.00%	0.00%	88.78%